

Culture Change Recommendations

Source: Department's Innovations Stakeholder Group

Sent from S. Puntillo, April, 2004

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1. Focus on Completeness Determinations

- Continue the good work that is being done to move the culture towards more effective relationships with the regulated community
- Begin letting go of some parts of the process – focus on performance
- Initial focus should be on air and Chapter 30
- Specific actions in four key areas

1a. Create and Publish Checklists

- Reach a shared understanding of what is “complete”
- This could begin with an initial rapid audit of the program
- Identify time spent per each phase of the regulatory process as a part of the analysis
- Create completeness checklists that are shared and validated with all stakeholders
- Do this over the next six months followed by reporting progress and effectiveness

1b. Examine DNR “Validation” vs. “Re-Work of Data” Role

- Identify one or more programs where the DNR expends significant effort re-working data submitted as part of permit applications
- Determine how DNR can transition to data validation of permit application data
- Test this process in 6 to 12 months

1c. Allow PE Completeness Determinations (other disciplines to be considered based on test results)

- Select a program where submission and signature by a Professional Engineer constitutes a determination of completeness
- Shifts the process to the applicant
- Allows DNR to focus on performance
- Test the process within 6 to 12 months
- Report the results

1d. Test a “one-Point-of-Contact” Approval

- Starting with towns for culvert and other regulatory issues, initiate a “one point of contact” approach to manage permit decisions by several different parts of the agency
- Initiate this process in 3 months testing for effectiveness and efficiency in managing time, resources and environmental effectiveness
- Report results and identify other areas where this process could be applied

2. Publish Metrics on Permit Cycle Time

- Establish with stakeholders target times for the issuance of permits
- The Department must publish verifiable data about how long it takes to issue permits
- Compare this to target numbers so that change can be tracked and reported on no less than a quarterly basis

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- Initial focus should be on Air Management and Chapter 30
 - Identify actions taken to improve cycle times in order to link metrics and actions
3. Bring All Parties Together on Existing Reviews
 - Identify processes that are being reviewed and actions to bring all parties (DNR, Regulated Entities, NGO's) together (Air, Chapter 30)
 - Engage a fourth party to facilitate the group(s) in finding common goals
 - Seek faster and better positions on key change issues
 - Encourage innovative solutions
 - Continually communicate the results of these activities and seek stakeholder input
 4. Differentiate Agency Decisions
 - Seek to differentiate company and agency decisions as a means to better utilize resources (i.e., triage concept)
 - Make risk, impact and time material factors in driving resources dedicated to actions
 - Identify opportunities where senior agency managers are charged to fast-track changes that result in measurable environmental improvement
 - Initiate in 6 to 12 months
 5. Create a Performance Track Program
 - Do a first test of a "Performance Track" where a company(s) with a real need is prepared to commit to measurable environmental results that exceed environmental standards
 - Dedicate agency and company resources to meet the need and realize the environmental improvement
 - Initiate an open solicitation from the Secretary for up to 10 programs/projects
 6. Review Individual Performance
 - Performance needs to be reviewed and managed down to the individual level
 - Agency must establish that issuing a permit is a good thing
 - Employees should be given credit for timely, responsive issuance of permits
 - Encourage and give credit to employees that are creative in developing flexible permitting provisions that add value